

The cover features a white background with a grey border. Three large, overlapping orange circles are positioned in the top right, middle right, and bottom right corners. Thin orange lines connect the top-left corner to the top-right circle, the top-right circle to the middle-right circle, and the middle-right circle to the bottom-right circle. The text is located on the left side of the cover.

Emergency Management Division Strategic Plan

2010 - 2015

In this document you will find EMD's strategic focus for the next five years. The EMD management team set objectives that will allow us to reach our goals. These goals and objectives guide us in accomplishing specific strategic themes. The themes are focus areas for our organization.

All of our programs and activities are important. These focus areas strengthen our organization and the services we provide to our stakeholders and partners. While casual observers might not see a direct connection between daily work in every program and these themes, goals, and objectives, I assure you that each current program is accounted for in our overall work program to fulfill the mission and vision.

Recognizing that not everything can be a priority, it is necessary to single out certain actions and activities that create capability and capacity. The priorities identified in this plan are those which I believe significantly advance the cause of emergency management across the state by creating capacity in areas where there were gaps and maintaining capacity in critical areas.



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Vision – A Disaster Resistant and Resilient Washington

Mission – Minimize the impact of disasters and emergencies on the people, property, environment and economy of Washington.

Stakeholders -- State, local, federal, and tribal governments, city and county emergency managers, citizens, businesses, private non-profit and volunteer organizations.

Strategic Theme 1 – EMD provides preparedness information to stakeholders prior to incidents (Mission Area: Preparedness).

***Goal 1A** – Maintain an active preparedness program through a formal External Affairs Office

Objective 1A1-- Advance the Map Your Neighborhood program

Objective 1A2 – Maintain a core of preparedness information on the EMD web site

Objective 1A3-- Provide outreach and information to Washington based businesses

Objective 1A4 – Build partnerships with the business community to improve resiliency.

Objective 1A 5 - Advance the E911 "What's Your Location" campaign

Goal 1B – Identify actions and programs that increase society's willingness to act on emergency management messages

Objective 1B1 – Develop comprehensive strategies to employ the public, business and government in collaborative preparedness activities.

Goal 1C – Develop and deliver consistent preparedness messages across the state

Objective 1C1 – Develop an internal system to ensure consistency of preparedness messages delivered by the Division to our stakeholders both internal and external.

Goal 1D – Promote and assist state agency and local jurisdiction preparedness activities

Objective 1D1 – Identify capabilities-based priorities for state and local emergency response and recovery and improve where necessary.

***Objective 1D2** – Exercise and evaluate designated high priority state capabilities through the exercise program

Objective 1D3 – Provide professional emergency management and response training to state government, local government and NGO stakeholders

Objective 1D4 – Acquire and deliver training for identified gaps, shortfall elements, and priority capabilities

Objective 1D5 – Provide exercise support to evaluate, validate and identify improvement areas for local jurisdiction plans, personnel, and systems.

Objective 1D6 – Engage state agency partners in the State emergency management system

Goal 1E – Analyze and update the descriptions of natural and technological hazards in the state to enhance emergency management activities

Objective 1E1 – Promote education and information about natural hazards through general and hazard specific programs.

Objective 1E2 – Promote education and information about technological hazards through general and hazard specific programs.

Objective 1E3 – Improve all-hazards information through the use of science and technology tools

Goal 1F – Promote preparedness through Comprehensive Emergency Management planning based on current hazard description and analysis

Objective 1F1 – Maintain a current State CEMP

Objective 1F2 – Ensure local jurisdiction CEMPs are consistent with the State CEMP

Strategic Theme 2— EMD promotes mitigation of hazards and their impacts as a cost effective use of resources and produces benefits to the citizens (Mission Area: Mitigation)

Goal 2A – Maximize federal grant programs to fund mitigation opportunities

***Objective 2A1** – Maintain the state Hazard Mitigation Plan at the Enhanced level

Objective 2A2 – Apply Hazard Mitigation program (Pre Disaster Mitigation, Flood Mitigation Act, and Hazard Mitigation Grant Program) grants to affect greatest impact reduction to high hazard areas

Objective 2A3 – Reduce repetitive and severe repetitive losses, including those caused by flooding

Goal 2B – Promote and integrate hazard mitigation into community planning

Objective 2B1 – Support new policies to enhance hazard mitigation initiatives

Objective 2B2 – Promote structural and non-structural hazard mitigation programs

Goal 2C – Provide incentives for mitigation initiatives

Strategic Theme 3 – EMD promotes effective stakeholder coordination to reduce incident impacts on society (Mission Area: Response)

Goal 3A – Maintain a viable E911 program statewide

***Objective 3A1** – Implement Next Generation 911

Objective 3A2 – Provide operational and technical support to 911 services

Objective 3A3 – Utilize evolving technologies

***Goal 3B** – Maintain Current State EOC Capability (State FY09 is baseline) and enhance capability when appropriate

Objective 3B1 – Review at appropriate time funding decision package for sustained EOC capability

Objective 3B2 – Implement EOC Command and General Staff and Emergency Support Function staff education and training plan

Objective 3B3 – Review and update EOC position descriptions and processes

***Objective 3B4** – Ensure a consistent and coordinated emergency/disaster warning and notification process

Objective 3B5-- Ensure communications, warning, and coordination systems meet evolving functional requirements

Objective 3B6-- Implement a Common Operating Platform using the Virtual USA concepts and other emerging technologies

Objective 3B7 – Integrate real time emergency/disaster information systems that promote universal situation awareness into the State EOC

Objective 3B8 – Stabilize State EOC funding support in order to maintain baseline capability

Goal 3C –Maintain and enhance the state emergency logistics and distribution system

***Objective 3C1** – – Finalize EMAC and PNEMA processes and procedures for inbound and outbound resources

Objective 3C2 -- Automate resource requesting and tracking

Objective 3C3 – Conduct an Emergency Logistics Capstone Exercise to validate the Emergency Logistics Plan

Objective 3C4 – Form partnerships to leverage and share resources

Goal 3D – Support development of improved mass care capabilities across the state in order to reduce impact on all residents

***Objective 3D1** – Support the Department of Commerce in development of a state disaster long term housing plan

***Objective 3D2** – Support the Department of Social and Health Services in development of a state disaster sheltering support plan

Objective 3D3 – Support the Department of General Administration in development of state donations management capability

Goal 3E – Identify and assess state level critical infrastructure

Objective 3E1 – Complete Buffer Zone Protection Plans on state critical infrastructure

Objective 3E2 – Complete security coordination plans on identified critical infrastructures

Strategic Theme 4 – EMD engages stakeholders to improve disaster recovery (Mission Area: Recovery)

Goal 4A – Maximize federal and state programs to expedite recovery after disasters

Objective 4A1 – Complete update to CEMP ESF 14 – Long Term Community Recovery

Goal 4B – Encourage infrastructure owners to protect assets

Goal 4C – Encourage development of Business Continuity and Continuity of Operations Plans in businesses and state agencies

Strategic Theme 5 – EMD reviews statutes and rules to suggest modifications or adopt rules that increase the effectiveness of the program as necessary (Mission Area: All)

Goal 5A – Maintain and update rules in support of emergency management

Objective 5A1 – Review RCW 38.52 and recommend changes

Objective 5A2 – Review and make key updates to WAC 118

Goal 5B – Support legislation and policy that improves disaster resistance and resilience across the state

Objective 5B1 – Draft recommendations to amend laws so they effectively address hazard mitigation

Objective 5B2 – Develop hazard mitigation policies that protect and improve the environment

Objective 5B3 – Support activities to strengthen state and local building code enforcement

Yellow highlighting indicates a major activity.

Grey highlighting with an asterisk indicates an EMD Director priority.